TRADOC Training Note 99-1

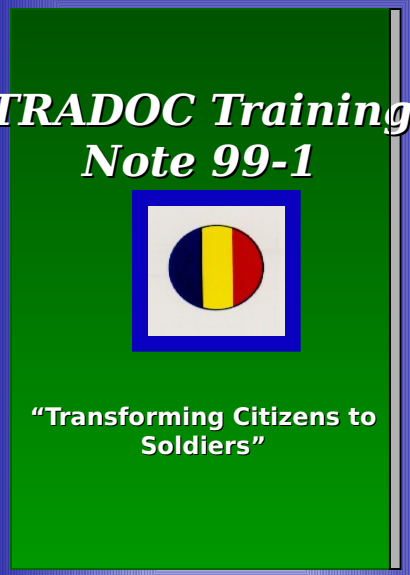
Published April 1999

An Overview

TRADOC Training Note 99-1

“Transforming Citizens to Soldiers”

TRADOC Training Note 99-1



- Supplements TRADOC Reg 350-6
- Describes Investment Strategy to transform citizens into soldiers
- Outlines management of the transformation process
- Spells out TRADOC Command Approach to entire IET process

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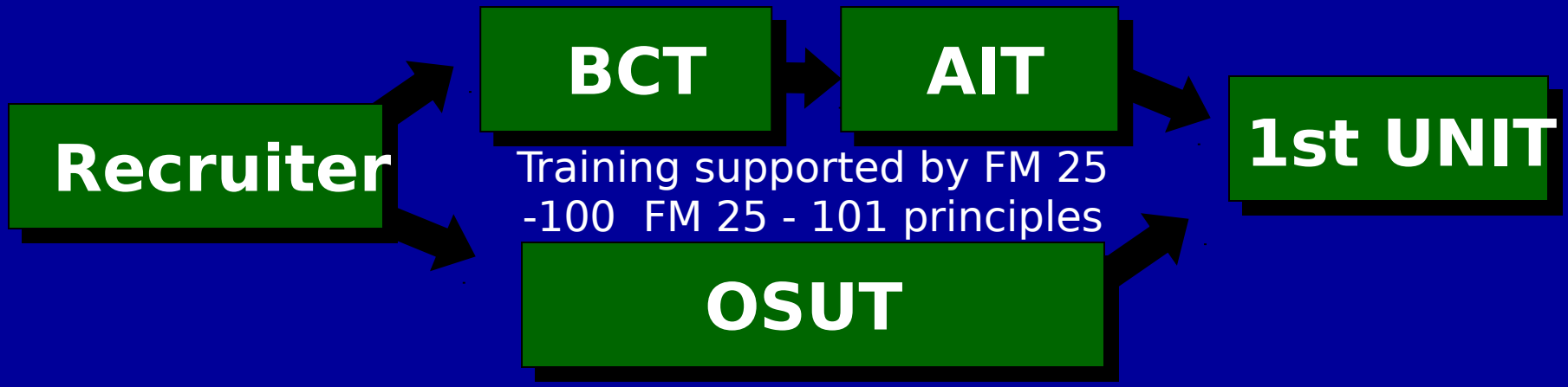
Investment Strategy

"a unified process"



- ***Progressive soldierization* process**
- ***Shared responsibility* of developing *commitment, skill, character and warrior spirit***

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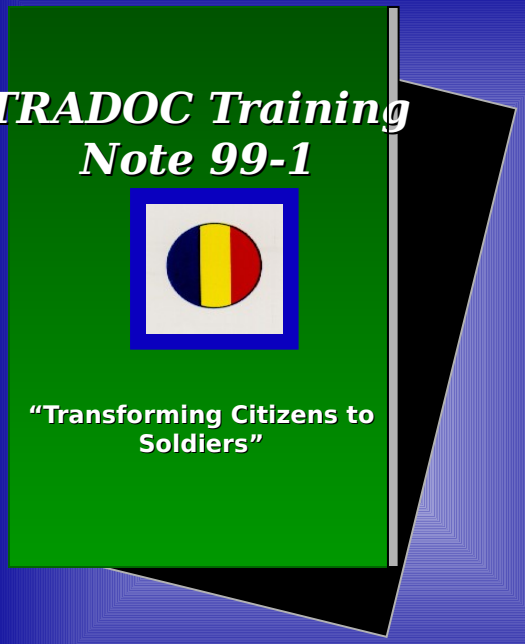
Soldier BCT Graduation Standards



Knowledge - understand key concep

Values, Teamwork, Discipline, Tradition
Warrior Ethos, "Be, Know, Do"

Skills - battlefield competency

Weapon marksmanship, Survival, Move
Communications, Fighting

Attributes - will to do the right thin

Values, Fitness, Teamwork, Motivation
Self-discipline, Confident

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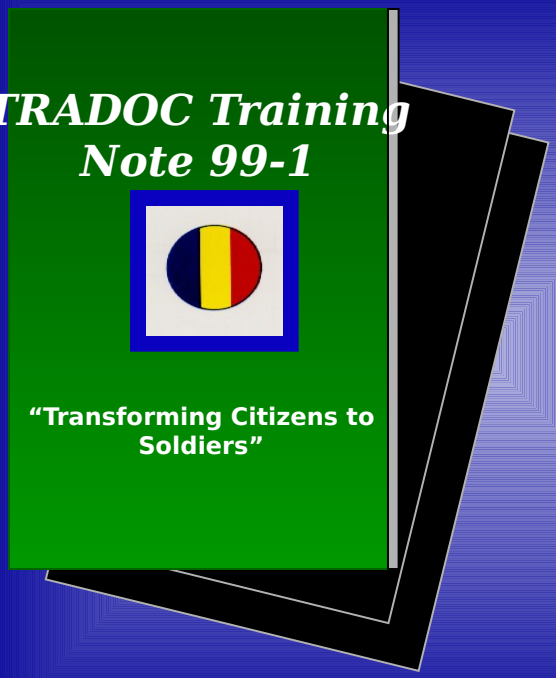
Drill Sergeant Competencies



Knowledge -professional mastery

Understands policies / procedures, knows training process, understands Army

Skills - battlefield proficiency

Master trainer, Master Fitness, Counselor,

Safety conscious, Combat Lifesaver

Attributes -modeling the right example

Personifies Values, Fit, Prepared, Self-

disciplined, Teacher - coach - mentor

Drill Sergeant Training continuous during assign

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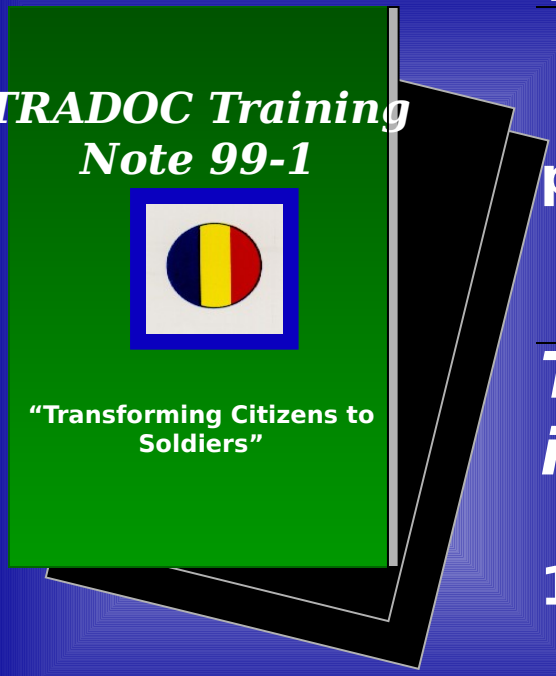
IET Leader Investments



Time* to *develop Cadre team

- Demand excellence from everyone
- Proactive cadre / leader training programs
- Create environment for success

Time* to develop *meaningful instruction

- Use training doctrine (FM25-100 / 101)
- Assess, organize, innovate
- Manage risk (establish SOPs)

***Time* to *know, coach, mentor* individual trainees**

- Know strengths and weaknesses

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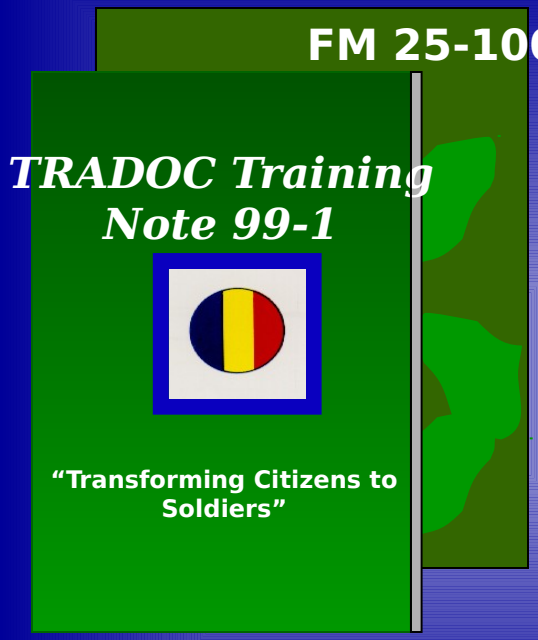
Managing the Process



Assess unit strengths / weaknesses

- How do we improve?
- Are we setting the example?

Assess training conducted

- Tasks, Conditions, Standards
- Realism
- Soldier performance

Ensure Cycle Breaks provide:

- After cycle / course AARs
- Rest and recovery
- Training and Preparation

Use QTBs, AARs, Training Meetings, Leader Assessments

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Command Approach

- **Joint Ownership of Our Soldiers**
  - ***Recruiters and all Trainers***
- **Take all Reasonable Steps to Ensure Soldier Su**
  - ***Realistic assessment and counseling of soldiers***
- **Reinforcement of Gender - Integrated Team**
  - ***Soldiers learn to interact with each other***
- **Train to Standard**
  - ***Performance oriented; identified standards***

Investments in IET are Investments in Army F

INITIAL ENTRY TRAINING

POLICIES
AND
PROCE DURES

TRADOC Reg 350-6

**This regulation prescribes U.S. A
Training and Doctrine Comman
guidance, policies, procedures,
responsibilities for managing a
conducting *enlisted IET*.**

INITIAL ENTRY TRAINING
"What it is"

- Consists of basic combat training (BCT), one station unit training (OSUT), advanced individual training (AIT), and any other formal Army training received prior to awarding of a military occupational specialty (MOS).

- AC & RC soldiers-in-training, totally integrated, with no distinction in the standards for success

- Gender Integrated BCT at Forts Jackson and Leonard Wood; all applicable (non-combat MOS's) AIT and OSUT training is gender integrated

GOAL

To transform civilians into technically competent soldiers who live by the Army's values and are pre to take their place in the ranks of the Army.

IET OBJECTIVES

- Inculcate understanding and respect for Army's seven core values
- Promote individual responsibility, self-discipline and self-respect
- Instill the pride and dignity of being a soldier
- Develop knowledge, understanding and appreciation of Army customs, heritage, and traditions
- Develop the knowledge, skills, and task proficiency necessary to survive on today's modern battlefield and contribute to the unit's mission
- Develop physically and mentally fit soldiers
- Promote and accelerate the transition from civilian to soldier (SOLDIERIZATION)

SOLDIERIZATION

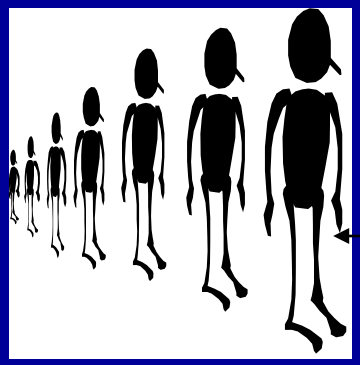
Attitude / Behavior

Teamwork & Teambuilding

- Tough, comprehensive process
- Total immersion in positive environment
- Active, involved leaders
- Set standards, provide positive role model
- Train basic soldier and technical skills

Fitness

Standards



Civilian t… → Trained and Ready → Soldie…

It's The Values That Make The Difference !

IET QUALIFICATION STANDARDS

- APFT
- BRM
- Phase Tests/EOCT
- Obstacle & Confidence Course
- Hand Grenade
- Protective Mask Confidence
- Bayonet & Pugil
- All Tactical & Field Training
- Hand to Hand
- Mandatory POI
- Core Values
- MOS Specific

TRADOC Reg. 350-6, 1-5b (1-2) pp.6-7

Constructive Credit and Waivers

Training Pipeline

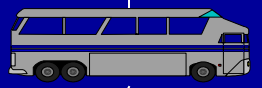
Sell Army

5400 RECRUITERS

Sell MOS
Ensure Quality

65 MEPS

AIRPORT



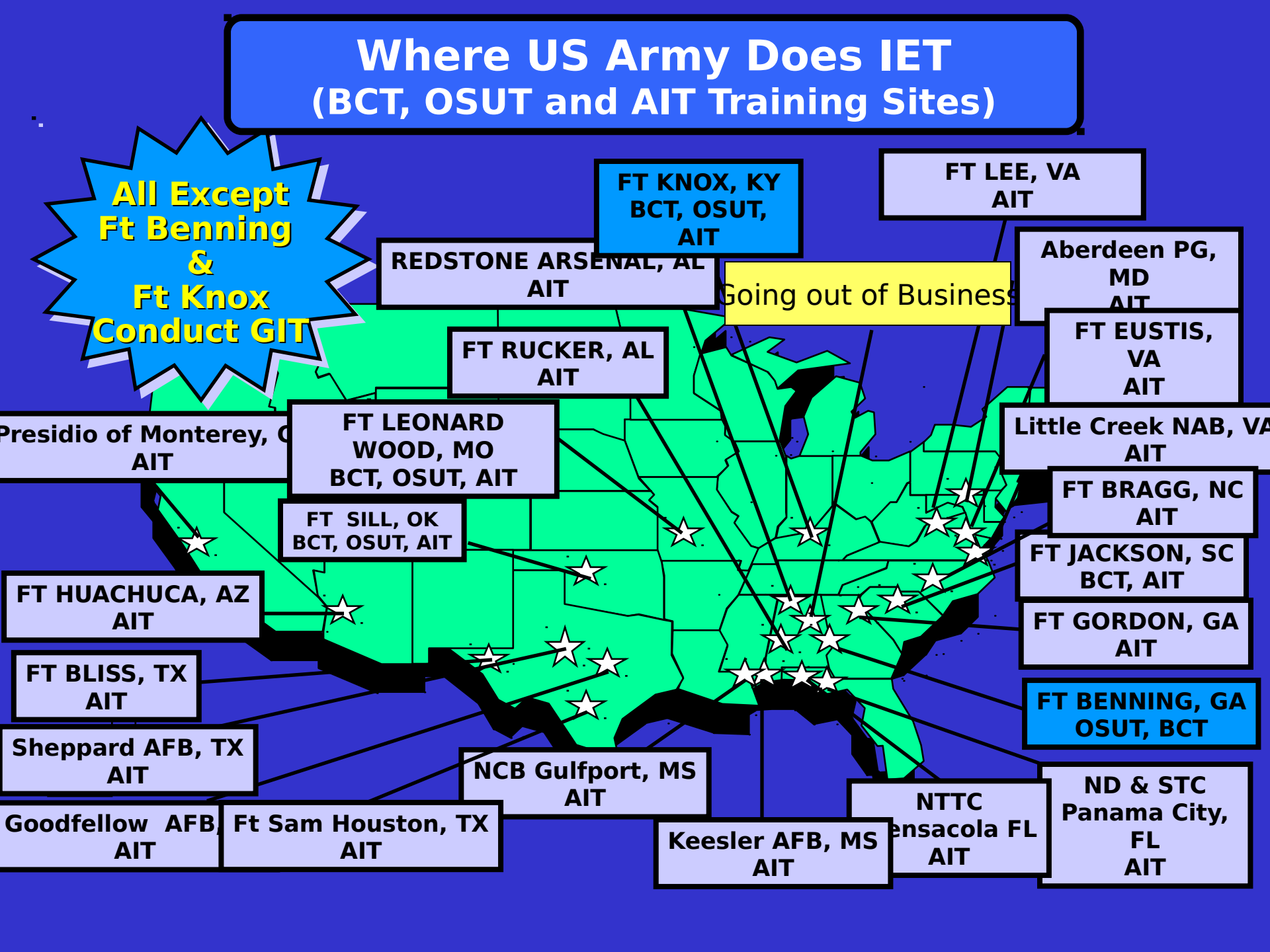
BCT/OSUT Site

RECEPTION PROCESSING

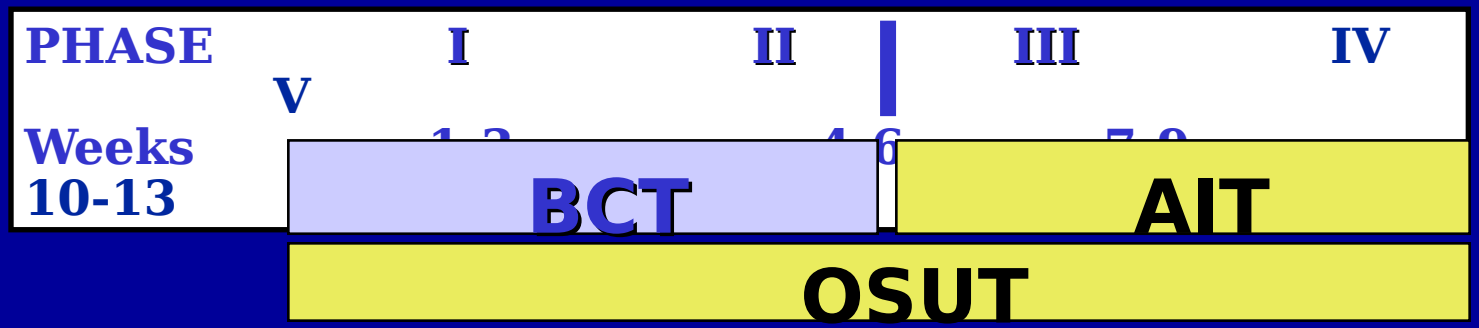
17 Stations: **Welcome, Testing, Pay, Shots, Optometry, Dental, DEERS, Amnesty, PX, Uniforms, Orientations, Benefits, Photos, MOT, PAB, Rights, ID Tags**

BCT → 9 WEEKS → AIT → 5-52 WEEKS → ARMY

OSUT → 12-18 WEEKS → ARMY


Where US Army Does IET
(BCT, OSUT and AIT Training Sites)
All Except
Ft Benning
&
Ft Knox
Conduct GIT
FT KNOX, KY
BCT, OSUT,
AIT
FT LEE, VA
AIT
REDSTONE ARSENAL, AL
AIT
Going out of Business
Aberdeen PG,
MD
AIT
FT RUCKER, AL
AIT
FT EUSTIS,
VA
AIT
Presidio of Monterey, C
AIT
FT LEONARD
WOOD, MO
BCT, OSUT, AIT
Little Creek NAB, VA
AIT
FT BRAGG, NC
AIT
FT SILL, OK
BCT, OSUT, AIT
FT JACKSON, SC
BCT, AIT
FT HUACHUCA, AZ
AIT
FT GORDON, GA
AIT
FT BLISS, TX
AIT
FT BENNING, GA
OSUT, BCT
Sheppard AFB, TX
AIT
NCB Gulfport, MS
AIT
ND & STC
Panama City,
FL
AIT
NTTC
ensacola FL
AIT
Goodfellow AFB,
AIT
Ft Sam Houston, TX
AIT
Keesler AFB, MS
AIT

BCT -- PHASES I-III



CONTROL: TOTAL -GRADUAL LESSENING UNTIL EQUATES TO UNIT ENVIRONMEN

PHASE I

- Pay attention to det
- Master Basic Skills
- Maintain Self and PLT Areas
- Develop Physical Fitness

Positive Environment

Involved Leadership

PHASE II

- Display Self-Discip
- Qualify with M16A2
- Develop Physical Fitness

Meet Standards

BCT LOCATIONS

Ft Sill, OK
Ft Knox, KY
Ft Jackson, SC
Ft Leonard Wood, MO
Ft Benning,GA

PHASE III

- Pass the APFT
- Pass the End of Cycle Tes
- Think, look , act like a So
- without detailed supervi

AIT -- PHASES IV-V

PHASE	I	II	III	IV	V
Weeks	1-3	4-6	7-9	10-13	14-Comp

OSUT

CONTROL: TOTAL -GRADUAL LESSENING UNTIL EQUATES TO UNIT ENVIRONM

PHASE IV

- Proponent POI--MOS specific sk
- Master Common Skills Learned in BCT
- Develop Physical Fitnes

Involved Leadership

Meet Standards

Conducted at 23 Locations

Phase V

Positive Environment

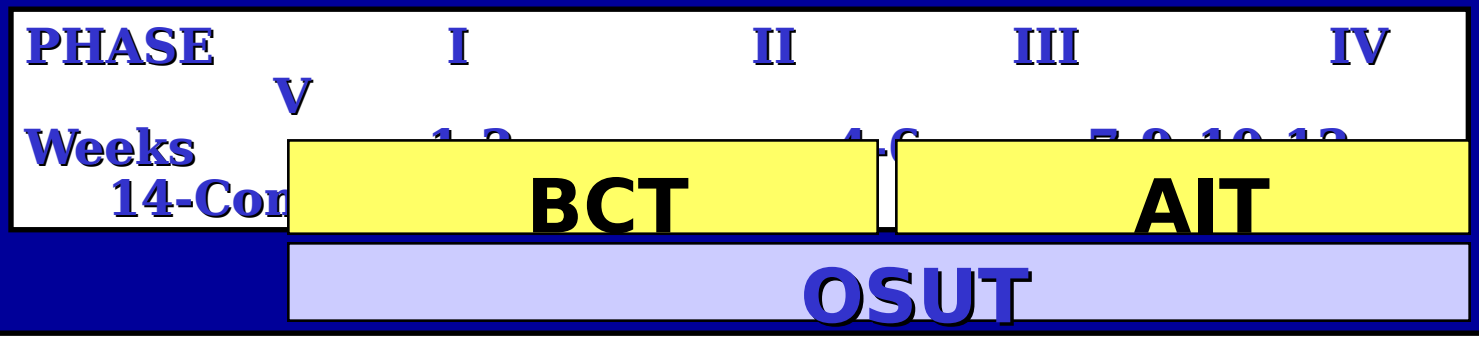
- Pass the APFT
- Pass the End of Cycle Test
- Complete POI requirements
- Think, look, act like a Soldier without supervision

Graduation = MOS

MYTHS ABOUT AIT

- It’s a college atmosphere
- Can bring family
- Can smoke & have a car
- Is easier to get out of the Army than BCT
- Don’t go to field
- PT is less intense
- Get pass first weekend

OSUT -- PHASES I-V



CONTROL: TOTAL -GRADUAL LESSENING UNTIL EQUATES TO UNIT ENVIRONM

- Combines BCT and AIT at one location
- Soldier remains in same unit
- 12-18 weeks long

OSUTS

- Benning (CMF11)
- Knox (CMF19)
- Sill (CMF 13)
- Leonard Wood (CMFs 12/95/54)
- McClellan (Closed)

** Gender Integrated OSUT and FLW

INITIAL ENTRY TRAINING

PHASED TRAINING

PHASE	WEEKS	BANNER
I	1-3	RED
II	4-6	WHITE
III	7-9	BLUE
IV	10-13	BLACK
V	14-END	GOLD

INITIAL ENTRY TRAINING
INSIST/ASSIST PHILOSOPHY

- **Build on and affirm soldier's strengths and shore up weaknesses**
- **Climate MUST BE positive**
- **Seek USAR liaison program support for reserve and national guard soldiers**
- **Develop close working relationships between training companies/battalions and MEDDAC**
- **Chaplain and Unit Ministry Team support**

AARs/SENSING SESSIONS
(Para 2-4)

- Provide all levels of command an assessment of conducted training and command climate
- Are critical to soldier learning
- Will be as good as you demand
- The test is soldier involvement

BUDDY SYSTEM

(Para 2-5)

- **Mutual assistance and support**
- **Teaches teamwork/responsibility**
- **Reduces stress/enhances safety**
- **Assigned before start of training**
- **Limited changes (temporary teams)**
- ***NO MALE - FEMALE BUDDIES*!**

INITIAL ENTRY TRAINING

CONTROL/PRIVILEGES

- **PHASE I**: No Pass, POV, Alcohol, Civvies
- **PHASE II**: BDE Area Pass, No POV, etc.
- **PHASE III**: Post Pass, No POV, etc.
  (After Graduation: Off-POST Pass, Alcohol)
- **PHASE IV**: Off-Post Pass, Alcohol;
  No POV, No Civilian Clothes
- **PHASE V**: Off-Post and weekend Pass, Alcohol,
  Civvies; No POV.
- **AFTER 20 WEEKS**: POV, BAS, BAQ

TREATMENT OF IET SOLDIERS

(Para 2-7)

- Address as soldier, rank, last name
- Treat with fairness, respect, dignity
- No Hazing
- No vulgar, obscene language
- No physical contact except for… safety, security, training
- Humane treatment in dining facility

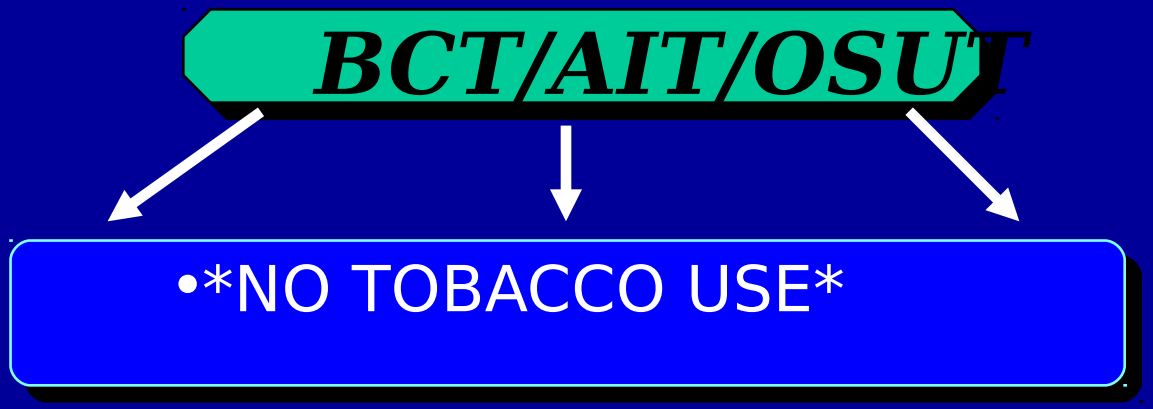
TREATMENT OF IET SOLDIERS

(Para 2-7)

- Sexual Harassment, fraternization, illegal association explicitly forbidden.
- Stress created between soldier and task... not soldier and cadre
- Contribute to approved campaigns
- Corrective exercises commensurate with state of conditioning.... not administered by trainee leaders
- Soldiers not subjected to rude or poor treatment by civilian employees

TOBACCO CESSATION

(Para 2-8)



- **No vending machine sales**
- **Cadre refrain in presence of IET soldiers**
- **Instruction on health risks**

GENDER INTEGRATION

(Para 2-9)

BCT:

- **Integrated for training**
- **Same POI and standards**
- **Separate sleeping and latrine facilities**

AIT / OSUT:

- **Integrated for training**
- **Same POI and standards**
- **Separate sleeping and latrine facilities**
- **Some OSUT (combat arms) all same gender (male)**

GENDER INTEGRATED TRAINING
BOTTOM LINE

- **Gender-Integration of CS/CSS Soldiers at Squad Level Should Continue in BCT:**
  - **Prepares Soldiers for the Army Environment With a Better Understanding of Army Standards and Policies**
  - **Enhances Female Performance on Measurable Tasks With Little Impact on Male Performance**
  - **Soldier Teamwork, Morale, Cohesion, and Attitude Increases Significantly for Females and Are Unchanged for Males**
  - **Solid Leadership, Positive Cadre Attitude, and Enforcement Of Standards Are Key**
- **Current Policies and Procedures Are Non-Gender Specific:**
  - **They Support BCT POI Execution**

SEPARATE AND SECURE

(Para 2-10)

Physical Security Measures:

1) **Independent sleeping areas**
2) **Own latrines**
3) **Own entrance to living areas**
4) **Entrances locked at night or monitor**
   by fire guards
5) **Door alarms installed**
6) **On same floor, fire-safe barrier wall p**
   between the genders and alarmed

SEPARATE AND SECURE

(Para 2-10)

LAW!

Supervisory Measures:

1) Around the clock NCO supervision
   a) In BCT/OSUT, drill sergeants only!
   b) In AIT, CQs can be drill sergeants, instructors, and company personnel
2) CQs must be assisted by two same gender soldiers when conducting inspections
3) Two fire guards per gender separate living area
4) Periodic checks by duty officer/NCO
5) ALL soldiers sleep in APFT uniform
6) Inspectors must be accompanied by same gender personnel of area inspected
7) During lights out, only cadre leadership allowed in barracks

PERSONAL APPEARANCE
(Para 2-11)

- **Class A uniforms issued in Phase II**
- **Drill Sergeants will ensure proper fit**
- **Cadre will ensure soldier's uniforms are clean, pressed, and worn properly prior to leaving IET**

STRESS MANAGEMENT

(Para 2-12)

- **Some stress in IET is necessary**
- **Leaders must ensure stress is from the so performance and not the cadre or other so**
- **Unwanted or unnecessary stress impairs performance and interferes with training**
- **Commanders must ensure that stress fact identified and help is available**

FITNESS TRAINING UNITS

(Para 2-13)

- **Each ATC will establish a pre-BCT/OSUT FT**
- **Provides intense physical training to new s identified as being incapable of meeting m BCT/OSUT physical requirements**
- **FTU will not exceed 3 weeks**
- **50 percent of drill sergeants and the FTU commander will be master fitness trained**

SOLDIERIZATION REINFORCEMENT

(Para 2-14)

- **Soldierization must be emphasized throughout I**
- **Maximum use of available time**
- **Command inspections**
- **AIT reinforcement of basic soldiers skills are fou in Appendix C**
- **Properly administered and demanding PFT is a r**
- **Rewards for outstanding performance**

CADRE TRAINING

(Para 2-15)

TRADOC Pre-Command Course (PCC)

2 week course taught at Ft Jackson, SC providing specialized training to IET Brigade and Battalion Commanders and Command Sergeants Major

Cadre Training Course (CTC)

1 week course providing specialized training to company grade officers and senior NCOs assigned as unit cadre. Proponent at Ft Jackson. Taught at most IET installations.

Drill Sergeant School (DSS)

9 week course for all drill sergeants

Mini-CTC

For support personnel. Varies by installation.

INITIAL ENTRY TRAINING

TRAINING SCHEDULES

- Principles outlined in FM 25-101
- Seven-hours sleep each night
- One-hour personal time each day
- Personal hygiene inspections

Sunday Training Authorized?

- Allow SIT to attend chapel
- Make-up/reinforcement,

etc.

TRAINING MEETINGS

- Training coordination meetings (daily; checklists)
- Training meetings (weekly)
- Feedback mechanisms (CAAR)
  - After each full cycle
  - Seek Drill Sergeant input

STATISTICS

Statistics are managerial tools not an end in themselves

- **You must keep some: fill, gender, attrition**
- **Drill sergeants will meet any number you demand!**
- **Control what the drill sergeants see**
- **Recommend end of day stats**
- **Behavior is believable**

INITIAL ENTRY TRAINING
THE NEW START PROGRAM

- Chance to succeed…not punishment
- Missed training/failed standards
- Soldiers may be newstarted at any point in
  the training cycle
- Move within one day of new start approval
- Academic new starts IAW AR 612-201

INITIAL ENTRY TRAINING

RECLASSIFIED SOLDIERS IN AIT

- Already completed IET, undergoing AIT as
  result of reclass action
- Not considered IET soldiers
- Privileges commensurate with rank
- Leadership abilities and experience may be
  used, but not to interfere with training

INITIAL ENTRY TRAINING
COMPETITION AND AWARDS

- Make all soldiers winners!
- Compete against a standard, not others
- Reinforce your training objectives
- Reward all deserving soldiers/units
- Commanders must monitor effect

INITIAL ENTRY TRAINING

TRAINEE LEADERS

- Squad leaders and platoon guides
- Wearing of brassards is authorized
- Cannot assume responsibility
- May not discipline other SITs
- Not used as principal instructors
- Selection criteria/formal training
- Rotate leaders or stabilize?

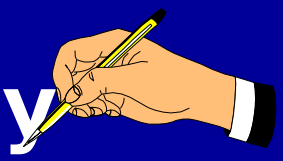
PEER TRAINERS

"Soldiers Will Not Be Primary Traine

- **Conditioning drill lineup**
- **Great tool on BRM ranges**
- **CO/1SG must check often**
- **Key is clearly defined tasks and rotations**

QUALITY ASSURANCE

- You are quality assurance
- Make-up training
- Review POI/TSPs daily



- All references at training:

  --Status, POI, TSPs, training schedul

  --Certifications, weather info

  --Risk assessment, AARs from last cy

TRICKS OF THE TRADE

- Find them, share them
- SOPs aren't nice, they're necessary
- Always have training aids (concurrent/opportunity training)
- Don't miss an opportunity to train
- Pre-teach general subjects

TRICKS…(continued)

- DS brief book for fill/pickup
- BRM box list
- NBC box list
- CQ duties list
- Duty PLT duties list
- Training room duties list
- Supply room duties list

INITIAL ENTRY TRAINING

TERMS AND ABBREVIATIONS

ABBREVIATION	*MEANING*
AIT	Advanced Individual Training
ATRRS and	Army Training Requirements Resource System
ATC	Army Training Center
ASI	Additional Skill Identifier
BCT	Basic Combat Training
BRM	Basic Rifle Marksmanship
CTC	Cadre Training Course
DS	Drill Sergeant
DSS	Drill Sergeant School

INITIAL ENTRY TRAINING

TERMS AND ABBREVIATIONS

ABBREVIATION	*MEANING*
ELS	Entry Level Separation
EPTS	Existing Prior To Service
FTU	Fitness Training Unit
IET	Initial Entry Training
ITR	Individual Training Record
MEPS	Military Entrance Processi

INITIAL ENTRY TRAINING

TERMS AND ABBREVIATIONS

ABBREVIATION	*MEANING*
MRD	Mandatory Release Date
OSUT	One Station Unit Training
POI	Program of Instruction
REC BN	Reception Battalion
STO	Split Training Option
CAAR	Cycle/Course After Action R

INITIAL ENTRY TRAINING

TERMS AND ABBREVIATIONS

ABBREVIATION	*MEANING*
BUDDY TEAM	Pairing of soldiers
CADRE	Those who deal with soldier
INACTIVE SOLDIER	Missing 3 days of training
NEW START	Recycling a soldier
PHASES	Five parts of IET
SOLDIERIZATION	Process -- civilian to s
FRATERNIZATION	Improper Association

CTC No Go